

MASTER OF STRATEGIC STUDIES and Diploma Program

Air War College

Internet address

<http://www.au.af.mil/au/awc/awchome.htm>

Mission. *To prepare students to lead in a joint, interagency, and multinational environment at the strategic level across the range of military operations; to develop cross-domain mastery of joint air, space, and cyberspace power and its strategic contributions to national security; and to advance innovative thought on National Security, Department of Defense and Air Force issues.*

The War Department established the Air War College (AWC) in 1946 at Maxwell Field, Alabama, and the college has operated continuously except for a six-month period during the Korean conflict. To accomplish the AWC mission, students demonstrate mastery of dual challenges—academic enhancement and professional development. To meet these challenges, the college develops the knowledge, skills, and attitudes in its students that are significant to the profession of arms, with emphasis on air, space, and cyberspace and its application in joint, interagency and multinational warfighting.

AWC is comprised of a command section, one academic directorate (Academic Affairs), and one support directorate (Student Operations). Within Academic Affairs, the residence program is developed and delivered through three departments—the Department of Strategy, the Department of Leadership and Warfighting, and the Department of International Security Studies. These three departments also develop non-residence curriculum.

Curriculum. The AWC resident program class membership includes officers from each US military service, civilian employees of federal government agencies, and officers from the international community.

All US students will be dually enrolled in the AWC senior-level professional military education (PME) program and the AU master of strategic studies degree program and, therefore, must meet admission requirements for the master of strategic studies degree. The AWC PME program is accredited for Joint Professional Military Education (JPME) Phase II as defined for senior-level colleges in the Chairman of the Joint Chiefs of Staff (CJCSI) 1800.01D, *Officer Professional Military Education Policy*. International Fellows who qualify for entry in the AWC program are enrolled in the AWC senior-level PME program, and may choose to apply for admission to the master of strategic studies degree program.

Faculty. Air War College's unique mission requires a distinctive mix of faculty qualifications and credentials. Traditional civilian academics provide the depth and breadth of subject-matter expertise to guarantee the academic rigor of the College's offerings while simultaneously ensuring adherence to validated educational theory and practice. Military officers contribute unparalleled currency and expertise in the operations topics critical to the college's success.

Learning Outcomes.

AWC has adopted five program learning outcomes specific to the five core-curriculum areas designated in the Air University Continuum of Education Strategic Guidance Learning Areas (LA) noted after each outcome. AWC produces graduates who...

- lead in a joint environment at the strategic level across the range of military operations. (LA1-Profession of Arms)
- make sound judgments on the cross-domain use of joint air, space and cyberspace power to maintain national security. (LA2-Warfare Studies)
- exercise transformational leadership at group/wing command and above levels in service, joint, and coalition settings. (LA3-Leadership Studies)
- advance innovative thought on national security, Department of Defense and Air Force issues. (LA4-International Security Studies)
- communicate complex information in a clear, concise and logical manner in both written and oral formats. (LA5-Communication Studies)

Duration. The resident program consists of 10 months of graduate-level study. As the senior Air Force PME school, AWC annually educates about 240 resident students from all US military services, federal agencies, and 45 other nations.

Eligibility. Lieutenant colonels and colonels or the equivalent in sister service rank or civil service grade are eligible to attend AWC. The Central Senior Service School Selection Board, Headquarters USAF, selects Air Force active duty officers who have demonstrated an outstanding potential for senior command and staff positions to attend AWC. Additionally, US Air Force Reserves (AFRES) officers, Air National Guard (ANG) officers, officers from other US military services, officers from other nations, and US federal civilians are selected to attend by their respective personnel systems. Reference AFI 36-2301, *Professional Military Education*, and the Education and Training Course Announcements (ETCA) web site at <https://etca.randolph.af.mil> for additional information.

Degree Admission Requirements.

- U.S. Students. Sister service and civilian students provide the AU Registrar's Office with an official undergraduate transcript. Students must request this transcript directly from the college/university of the earned degree and have that institution forward it to the AU Registrar's Office.
- International Fellows. To be admitted to the master of strategic studies degree program, selected individuals must (1) present proof of academic capability by either holding a qualifying undergraduate degree (US bachelor's degree or its equivalent) or meet academic credentials admission requirements through the portfolio admission process; and (2) meet the AU score standards for the Internet-Based Test (iBT) and Computer-Based Test (cBT) of the Test of English as a Foreign Language (TOEFL) unless from an English speaking country, and complete the TOEFL for scores to be submitted to the AU Registrar's Office in accordance with AU deadlines.

Graduation Requirements. Students fully admitted to the degree program must complete the AWC resident program depicted in the curriculum summary below. Students must achieve a grade of "C" or higher on each academic course with an overall grade point average of at least 3.00 on a 4.00 scale, achieve a "Pass" in the wargame, and fully participate in the National Security Forum and Distinguished Lecture Series.

Resident Diploma. International Fellows who do not meet the admission requirements for the degree program are, on a case by case basis, allowed to attend AWC and will, upon graduation, receive the Air War College Resident Diploma but will not be awarded the master's degree. Students may not opt out of the master's degree program after admission. Students in resident diploma status cannot be considered for the degree once diploma status is established.

International Fellows receiving the diploma participate in core (6200-6800 series) and elective courses, Global Challenge Wargame, National Security Forum, and the Distinguished Lecture Series. Students earning the diploma may enroll in the research course. Core courses completed for the diploma are graded on a Pass/Fail basis; elective courses are taken in an audit status.

Curriculum Summary	
Course Title	Semester Hours
EL 6000 Electives	4
RES 6100 Research	5
LD 6200 Joint Strategic Leadership	3
NSDM 6300 National Security and Decision Making	3
FS 6400 Foundations of Strategy	5
WAR 6500 Warfighting	6
RCS 6600 Regional and Cultural Studies	4
GS 6700 Global Security	3
WG 6800 Global Challenge Wargame (P/F)	3
TOTAL	36

Note. All courses must be taken in residence at AWC. Courses taken in the distance learning program may not be used to satisfy course requirements of the resident master's degree or diploma.

Grand Strategy Program (GSP). The Grand Strategy Program (GSP) is an intense course of study for selected students seeking a deeper understanding of the development and implementation of grand strategy than can be attained through the regular curriculum. The program examines the historical practice of the strategic art, the challenges of leadership and innovation at the strategic level, the relationship between the military instrument of power and national political objectives, and the interplay of global and regional security trends. Those selected for this program are degree eligible students and complete all courses required for the Master of Strategic Studies. LD 6200-G, NSDM 6300-G, WAR 6500-G, GS 6700-G, and WG 6800-G are enhanced versions of the regular courses. The descriptions for the GSP core courses follow the regular course descriptions below.

Course Descriptions

The AWC resident curriculum includes core curriculum and an elective program. The core curriculum consists of four major areas: leadership and ethics, international security studies, national and military strategy, and joint warfighting. The AWC resident curriculum consists of the following course offerings by the dean of resident programs; the Departments of Strategy; Leadership and Warfighting; and International Security Studies.

RES 6100 Research

5 Semester Hours

The research requirement is designed to allow students to perform in-depth critical analysis on a subject of U.S. national security interest. The research process provides the opportunity to improve student argumentation and expression skills while creating products that address strategic and operational issues and topics vital to the national security community and its senior leadership. For successful completion of the Research requirement, students must produce a professional studies paper (PSP) that does not exceed 5,000

words or approximately 20 pages in length. Most research will be conducted as an individual effort, but the AWC may offer selected students the opportunity to complete this requirement via a faculty-led group research project. Resident diploma pass/fail grade status for this course will be coded as “-P” after the course number.

LD 6200 Joint Strategic Leadership

3 Semester Hours

Joint Strategic Leadership (JSL) is designed to introduce and develop the concepts and skills required of professional leadership through an examination of responsible command, leadership, and management practices. Successful leadership at the strategic level in today’s environment calls for unique sets of knowledge, skills, and abilities. The course of study facilitates these objectives through thoughtful reflection, critical assessment, creative thinking, and consideration of the issues found in the current volatile, uncertain, complex, and ambiguous environment. At the conclusion of the course, the students will better understand the role of leaders as change agents for their organizations and the expanding challenges of leading at the strategic level. Resident diploma pass/fail grade status for this course will be coded as “-P” after the course number.

LD 6200-G Joint Strategic Leadership (GSP)

JSL I - Strategic Thinking. This directed-reading course introduces students to several influential arguments regarding thinking and decision-making at the strategic level. Specifically, students will read three influential studies examining the use of historical analogies by decision-makers, the impact of complexity in international relations, and the difficulty of predicting sudden and significant changes in the international environment.

JSL II - Advanced Strategic Leadership. The Advanced Strategic Leadership course evaluates the skills needed to lead in a joint, intergovernmental, interagency, and multinational strategic environment. It focuses in particular on the complexities and unique challenges involved in leadership at the senior level. Through a series of historical and contemporary case studies, students will examine senior leader decision-making, the impact of ethics on senior leadership, the role of the senior leader as an agent of organizational transformation and change, failures in leadership, and leadership in extremis.

NSDM 6300 National Security and Decision Making

3 Semester Hours

The National Security and Decision Making (NSDM) course assesses the context and processes for developing US security strategy and policy as well as the use of the national instruments of power in support of that policy and strategy. The context assessment encompasses the overarching political and economic currents that influence global, regional and national security environments. The course assesses the influence of various institutions and

factors on the national security decision making process including individual psychology, bureaucratic politics, Congress and the Presidency, interest groups, public opinion, think tanks, civil-military relations, intelligence, and the interagency process. The course synthesizes context and processes by analyzing the politics of planning, developing and acquiring military forces. To enhance the practical elements of the curriculum the course includes instructional periods that incorporate State Department members in the seminar. Resident diploma pass/fail grade status for this course will be coded as “-P” after the course number.

NSDM 6300-G National Security and Decision Making (GSP)

National Security Policy. This course examines the context and processes for the development of American national security strategy and policy, and the use of the nation’s instruments of power in support of that strategy and policy. It begins with an examination of the history of American national security strategy and contemporary debates regarding the future orientation of this strategy. It then assesses the influence of various institutions and factors, such as Congress, government agencies, interest groups, the media and public opinion on the national security decision-making process. To enhance the practical elements of the curriculum the course includes a trip to Washington DC, involving visits to government institutions and agencies as well as non-governmental entities involved in the development of American national security policy.

FS 6400 Foundations of Strategy

5 Semester Hours

Foundations of Strategy (FS) is designed to develop senior leaders who can: think incisively about, develop and implement strategy at the highest levels of war in the context of national policy objectives and available resources; work comfortably while considering a broad range of strategic issues which constantly change depending upon a range of circumstances at the local, national and international level; and work effectively in a joint and multi-national environment. The course pays special attention to strategy development for the venues of air and space, and to the impact of air power on national and military strategy. The course uses seminar discussions, readings, lectures, case studies, practical exercises, and student-written (and briefing) products to facilitate the evaluation of various themes such as the challenges of strategy development, implementation and analysis; the influence of politics across the full spectrum of warfare; the importance of local circumstances; the challenges of converting military victory into political success; the challenges of coalition warfare; and the challenges of warfare in an age of information and globalization. The course also serves as the foundation for further study in other resident courses that examine the national security decision-making process and the application of military power as a means to attain national objectives. Resident diploma pass/fail grade status for this course will be coded as “-P” after the course number.

WAR 6500 Warfighting

6 Semester Hours

The Department of Leadership and Warfighting develops senior leaders with the skills to plan, deploy, employ, and control US and multinational forces throughout the range of military operations with an emphasis on air, space and cyber space forces as they contribute to joint, multinational, and interagency operations. During the Warfighting curriculum, students will synthesize and evaluate current and emerging joint warfighting/enabling capabilities with special emphasis on the employment and sustainment of air, space and cyberspace forces in a joint, interagency, and multinational military environment. The course analyzes how Weapons of Mass Destruction/Effects (WMD/E), Information Operations (IO), cyberspace operations, Security, Stability, Transition, and Reconstitution (SSTR), joint intelligence, joint logistics and strategic communications are integrated to support the national military and national security strategies across the spectrum of national security threats.

Additionally, students analyze the concepts of theater campaign plans, design, and the joint operation planning process through which combatant commanders set the military conditions for attaining national and coalition objectives as both a supported and supporting instrument of power. The intent is to prepare each AWC student for agile, proactive and future-focused national security planning. Resident diploma pass/fail grade status for this course will be coded as “-P” after the course number.

WAR 6500-G Warfighting (GSP)

Warfighting I - Campaign Design. The Campaign Design Course evaluates the development of theater strategies, campaign plans, and their execution in the contemporary operating environment. It also assesses the integration of joint, interagency and multinational capabilities, as well as the joint air domain, in contemporary campaign planning and execution. The course consists of an in-depth case study of Operations ENDURING FREEDOM and IRAQI FREEDOM, evaluating each phase of these campaigns chronologically. Evaluation of these campaigns will include an assessment of the application of joint, service, and interagency doctrines and capabilities. Focus will be on the strategic and operational levels of war. The course will emphasize a book-based approach in which students will read most or all of a number of contemporary books on the wars in Iraq and Afghanistan. The course will conclude with a student-led Afghanistan campaign assessment, based on the current situation, and formulation of a campaign design that achieves US strategic objectives.

Warfighting II - Practicum Exercises. Students will participate in three practicum exercises during the year, which consider three different aspects of a hypothetical conflict scenario. Each exercise will require students to analyze a particular military or diplomatic problem and to devise a solution in response. The practicum exercises will prepare students for the capstone wargaming exercise at the end of the academic year.

RCS 6600 Regional and Cultural Studies**4 Semester Hours**

The Regional and Cultural Studies (RCS) course is an integral part of the curriculum, preparing senior leaders to evaluate the socio-economic, political, cultural, and security issues within a particular region. To meet the challenges of the Air and Space Expeditionary Force, the RCS course provides students the opportunity to evaluate an area of the world where a unified combatant commander must implement the national military strategy in support of US security policy. The RCS course provides the opportunity for students to gain unique perspectives by studying and visiting one of approximately 13 regions. During the third term, students complete 32 classroom hours (16 instructional periods) of focused academic preparation. The regional field study allows students to discuss security policy issues with senior political, military, cultural, and academic leaders. Logistic and administrative preparation and travel planning for the regional field research is accomplished throughout the academic year. Resident diploma pass/fail grade status for this course will be coded as “-P” after the course number.

GS 6700 Global Security**3 Semester Hours**

The Global Security (GS) course is designed to give students the ability to evaluate today’s complex, interdependent, and dynamic international system and how it affects global, regional, and national security. The course uses a comparative approach to, identify growing and emerging security concerns, analyze power politics from a region-to-region perspective, examine the roles nations and non-state actors play in addressing key issues that shape the global environment, assess potential challenges to US security, and evaluate the relationship between economic factors and international security. The GS course follows and is symbiotic with the Regional and Cultural Studies program. It capitalizes upon student experience from their RCS academics and field study. Resident diploma pass/fail grade status for this course will be coded as “-P” after the course number.

GS 6700-G Global Security (GSP)

Global Security I - Strategic Art. This course examines a series of case studies of the formulation and execution of grand strategy by rising powers, declining powers and hegemonic powers seeking to maintain their status in a variety of historical and regional contexts. Where possible, students will read “classic” studies of strategy and conflict that remain the best analyses of specific cases, but which time and space constraints exclude from the core curriculum. Rather than examining American grand strategy, the intent of the course is to expose students to examples of the strategic art as practiced by decision-makers in other states and other periods of history. This will provide students with valuable comparative context for the subsequent study of American strategy in the National Security Policy course. It will also encourage them to consider the role of culture and historical context in shaping the strategic priorities and decisions of states and leaders.

Global Security II - Global Studies. The Global Studies course analyzes the complexity of security issues in selected regions of the world through an emphasis on particular themes, including the requisites for democracy, the relationship between democracy and internal/regional stability, models of economic development, environmental issues, internal order, civil-military relations, and the role of religion and politics. These themes allow a focus on a range of developing countries, enabling analysts to interpret conditions of political, economic, and social stability in particular countries of interest. The design of the course is thematic with applications, so that thematic readings are reinforced by regional or national applications of the pertinent themes. The Global Studies course follows and is symbiotic with the Regional and Cultural Studies Program. It capitalizes upon student experience from field study. The course will allow students to develop an analytical framework that incorporates the role factors such as region, society, culture, and religion play in shaping the desired outcomes of policies, strategies, and campaigns.

WG 6800 Global Challenge Wargame

3 Semester Hours

AWC conducts this six-day unclassified capstone wargame (set 10 years in the future) at the strategic and operational levels with full play by every student and the faculty. As a summative application of the knowledge, skills, and attributes gained during the academic year, the Global Challenge (GC) mission focuses on experiential learning versus doctrinal experimentation and research. With that mission, it challenges students to assess (critically think, creatively address, and decisively communicate) complex scenarios in a time-constrained environment, prepare and defend courses of action, and pursue national objectives using all the instruments of national power (diplomatic, informational, military, and economic while applying an understanding of regional cultural issues) as directed by the GC president (a faculty member). Faculty teams and subject-matter experts manually adjudicate game play to ensure synthesis of critical issues affecting national policy within the various regions of the world. The faculty's mission in directing game play and adjudicating student actions is to shape game inputs that realistically reinforce joint professional military education and AWC learning objectives. As objectives are met, the game continues its spiral development by presenting continual challenges to test student critical thinking and synthesis of the instruments of national power. The wargame is graded Pass/Fail.

WG 6800-G Global Challenge Wargame (GSP)

The Grand Strategy Program's wargaming curriculum provides a future-oriented look at emergent defense problems. The program consists of three wargaming practicums held at Maxwell AFB and culminates in an Office of the Secretary of Defense (OSD) Net Assessment-sponsored wargame in Washington, DC. The objective of the wargaming practicums is to provide an intensive, three-day examination of a future operational challenge. Leveraging outside expertise assembled from across DoD, the students apply the broader

themes of the Grand Strategy Program to analyze an operational-level military problem in a joint and coalition context. The OSD Net Assessment game, the capstone event for the Grand Strategy Program, brings together policy and technical experts from across the US government to examine strategic-level issues of interest to the Secretary of Defense. Participation in this high-level wargame not only provides the student with a platform to synthesize and internalize program's themes, it also provides an opportunity for students to network with active policy planners in government and think-tanks. The connections built through these networks provide a lasting avenue for students to shape debate and impact policy discussions upon graduation.

EL 6000 Electives. All students must complete either two 2-semester hour courses or one 4-semester hour course in the electives program. Electives enhance and complement the core curriculum by providing students with opportunities to achieve greater depth and breadth of understanding in issues of special interest; and provide the AWC curriculum with the flexibility to adapt quickly to changes in the international and domestic security environments. Elective course options follow:

EL 6122 Directed Study

2 Semester Hours

Students interested in intensive work on a particular topic can develop, with a faculty member, a resource proposal and reading list designed to give them in-depth understanding of the subject. Enrollment is limited and requires approval of the associate dean of academic programs. Not available as an audit status course.

Leadership Electives

EL 6231 Command and Conscience

2 Semester Hours

In a prudent and practical manner, this course examines a variety of topics of immediate professional concern to the commander. How does today's leader, for example, resolve the tension inherent in the occasional clash of command responsibility and ethical imperative? To whom or to what, for instance, does the leader owe the highest loyalty--to his superior? to the Constitution? to his religious and philosophical judgments? Which has priority--mission or men? If integrity is--as it must be--the heart of the officer corps, it must first be examined before it can be assimilated. This course, then, inquires into the nature of military integrity. Resident diploma students receive audit status for this course.

EL 6232 Right, Wrong, and In-Between: Philosophy and Ethics for Senior Leaders

2 Semester Hours

This traditional liberal arts course emphasizes analysis of what is publicly advertised or socially accepted as "good." It is a challenging examination of those "core values" which have, over the centuries, been the answers to the

questions, "What is the best way to live?" "What is the best way to lead?" Resident diploma students receive audit status for this course.

EL 6234 Expeditionary Leadership in World War II

2 Semester Hours

Eric Larrabee's Commander in Chief is as good a case study file of biographies of World War II leaders as appears anywhere. This course dissects Larrabee's biographies as well as look at James Stokesbury's short history of the war to provide reference points and target sets. Resident diploma students receive audit status for this course.

EL 6235 Legally Leading the Fight: Military Operations and the Law

2 Semester Hours

The increasing deployment operational tempo and the issues arising during Operations Enduring Freedom, Iraqi Freedom/New Dawn, and Noble Eagle have caused the U.S. armed forces to carefully examine the legal framework within which military forces operate, whether domestically or during international operations. The military's role in homeland security and defense, resulting in closer cooperation with and support of civilian law enforcement and disaster relief authorities, has intensified the complex role of commanders and senior military leaders. At the same time, U.S. forces deployed throughout the world are encountering a host of novel or unanticipated operational/legal considerations. This seminar will analyze the evolving responsibilities of commanders as the U.S. military continues to conduct its worldwide missions. It will focus on the roles of operational commanders in the interface of operations and law to support national security. Resident diploma students receive audit status for this course.

EL 6236 Communicating for Effect: Global Media Engagement Battlespace

2 Semester Hours

Senior military leaders must understand the information environment; how it can be exploited for military gain; the statutory and policy limitations our government places on the exploitation of information and the mass communication mediums it passes through; what effects various public affairs actions, integrated into information operations, can generate on U.S. citizens, allies, and adversaries; what measures must be taken to safeguard information and communication mediums; and how the evolving opportunities and challenges in the information environment affect military decision making. This elective provides a broad-brush approach to how military public communication - in particular, global media engagement - contributes to the exploitation of the information environment. This approach explains how the unique capabilities of joint public affairs operations contribute to achieving effects to ensure successful joint force employment. Resident diploma students receive audit status for this course.

EL 6238 Negotiation Theory and Application**2 Semester Hours**

This course develops a critical understanding of and ability to apply a set of essential negotiation skills. This course develops not only your negotiating skills, but also improves your ability to assess the processes that people, groups and even nation-states go through in order to successfully resolve conflict. Consideration is given to cross-cultural factors, time constraints, negotiating styles and strategies, and assessment of involved parties. Topics include logical analysis, group problem solving, conflict management, and methods of persuasion. This course is built around faculty and guest presentations, mini-lectures, research, application and assessment exercises, and seminar discussion. Resident diploma students receive audit status for this course.

EL 6239 Cross-Cultural Perspectives in Negotiations**2 Semester Hours**

This course develops the critical understanding needed to better manage interpersonal conflict and seek a negotiated resolution between parties with cultural and / or organizational differences in their approach to negotiations. Emphasis is placed on cross-cultural factors and their impact on the negotiating styles and strategies of the involved parties. Topics in the course include how different cultures view and use the concepts, processes and intended results of a negotiation. This course is built around faculty and guest presentations, mini-lectures, application and assessment exercises, and seminar discussion. Resident diploma students receive audit status for this course.

EL 6240 Navigating Terra Incognita: Cultural Tools and Perspectives for Today's Senior Leader**2 Semester Hours**

From Bagram to Balad and Haiti to Hoa, today's Airmen operate across cultures, working daily with host nation counterparts, NGOs, IOs and civil society. The Quadrennial Defense Review (QDR), Guidance for Development of the Force (GDF), International Security Assistance Force (ISAF) Commander's Guidance and other key documents make it clear that culture is now a core warfighting skill in DoD. This places enormous expectations on senior officers to adapt their leadership and strategic skills, yet most force development efforts to date have focused on junior personnel and operational requirements. This elective helps fill this void, providing a concrete set of tools and perspectives to help them fly, fight and win in culturally complex environments. Resident diploma students receive audit status for this course.

EL 6241 Just War: Classical Wisdom and Contemporary Conflict**2 Semester Hours**

Despite Clausewitz's famous dictum, "war is an act of force that can theoretically have no limits," political, military, religious, and social leaders do seek to restrain both the occasions for war and the means of fighting. Just war

theory is useful for structuring the terms of debate about the justice and injustice of particular wars and tactics. Any question of significance to students (regarding ethics and war) will be fair game in this seminar. Resident diploma students receive audit status for this course.

EL 6242 Civil-Military Relations and Senior Leadership

2 Semester Hours

This course examines the concept of civil-military relations as expressed in the relations between senior civilian and military leaders. Is there a clear distinction between the roles & responsibilities of senior civilian and military leaders? Are officers professionals in whose realm civilians are ill-equipped and ill-advised to meddle? Does military professionalism extend to the strategic realm of policy? These views are examined theoretically and through case studies of senior leader interaction. The students will develop their own points of view on these fundamental questions in an examination on the final day of class. Resident diploma students receive audit status for this course.

Strategy Electives

EL 6401 Military Innovations and Effectiveness

2 Semester Hours

This course is a book-based, focused study of the drivers of military innovation and change. The course analyzes the process of innovation and change at multiple levels: conceptual, societal, resource-driven, organizational, and individual. The course has a loosely chronological organization, but does not seek to cover military innovation and change during all periods and places. Instead, the course seeks to evaluate military innovation and change from multiple perspectives, drawing upon key books from various disciplines to develop a broad, synergistic understanding of innovation. This course is offered to Grand Strategy Program students only.

EL 6449 China's Use of Force: A Case Study of a Non-Western Approach to Warfare

2 Semester Hours

This course examines the ways China might use force to advance or protect its interests. It analyzes the logic of Chinese threat perception in the light of calculation or miscalculation of consequences, with particular attention given to the Taiwan situation. Resident diploma students will receive audit status for this course.

EL 6455 Group Research: Blue Horizons (Classified, US Personnel)

4 Semester Hours

The CSAF has directed that the Center for Strategy and Technology (CSAT) Blue Horizon study for the 2011-2012 academic year will focus on Global Strike. Maintaining a Global Strike capability is essential to preserving a deterrent relationship. This capability could be nuclear, conventional, and/or cyber. In 2035, the USAF will face a new set of strategic and technological

realities. Societies will have transitioned to an exponentially changing technological environment vastly different than the one with which we are familiar today. Threats will consist of multiple nuclear capable states possessing advanced area denial networks. To be successful in this environment, the USAF will have to develop new strategies and address new capabilities. Both will be critical to the USAF's success in providing deterrent options to a future President. This study explores the technologies and strategies necessary to conduct Global Strike in this future environment.

EL 6459 Why Can't We All Just Get Along? Debating the Big Questions about War and Peace **2 Semester Hours**

Policymakers frequently complain that the academic study of International Relations (IR) has produced little in the way of useful knowledge. The reigning perception is that most IR scholarship is either irrelevant or inaccessible. In this course, we bridge the theory-policy divide by an overview of some important contributions IR scholars have made to the study of international security. The overarching goal is to assess what, if anything, the military profession can learn from the security studies literature. Resident diploma students receive audit status for this course.

EL 6462 Why Insurgencies Win (and Lose) **2 Semester Hours**

This course assesses the phenomenon of materially weak insurgent victories over far more powerful states by examining the relatively small literature on this timely subject. Explanations of insurgent victories include superior political will and readiness to sacrifice blood and treasure, superior strategy, nature of the enemy regime, and the availability of foreign assistance. Resident diploma students receive audit status for this course.

EL 6464 Strategies of Coercion **2 Semester Hours**

This course addresses the intellectual foundations of airpower strategy, focusing upon how the threat or use of airpower can achieve political objectives. It discusses coercion theory, the history of coercive airpower strategies, and the operationalization of these strategies in planning the use of airpower in anticipated and actual conflicts. In addition, the course evaluates the strengths, weaknesses, disappointments, and triumphs of these strategies. Resident diploma students receive audit status for this course.

EL 6467 The Vietnam & Iraq Wars **2 Semester Hours**

This course addresses the causes, character, consequences, and lessons of the Vietnam War (1945-1975) for the purpose of facilitating an informed understanding of the challenges the United States faces in Iraq today. It focuses on both the foreign policy context of US intervention in Vietnam and the conduct of US military and other operations during the war. The course is organized into four major sections: (1) an overview of the Vietnam War and its associated issues; (2) an examination of the foundations of post-World II US

foreign policy—and domestic political considerations—that propelled the United States into the Vietnam War; (3) an assessment of America’s conduct of the war and the reasons for its defeat; and (4) an analysis of the differences and similarities between the Vietnam and Iraq wars. Resident diploma students receive audit status for this course.

EL 6469 War and Ideologies: The Just Use of Military Force

2 Semester Hours

Values and perspectives help determine normative standards of human behavior and these, in part, serve to influence individual and collective behavior. The course will examine a variety of ideological and philosophical perspectives and certain non-Western perspectives, including Islamic, Hindu, and classical Chinese perspectives concerning the legitimate use of armed force. Finally, these various perspectives concerning the legitimate use of armed force will be used to as a basis for formulating individual beliefs and approaches concerning the decision to legitimately resort to the use of armed force and the degree to which force should be limited in its application. Resident diploma students receive audit status for this course.

EL 6471 Development of Expeditionary Airpower

2 Semester Hours

The United States Air Force, and a number of its closely allied air power partners, have considerable experience in employment of air, and later air and space, power in an expeditionary role. Understanding through evaluation of how the operational and strategic concepts of employment developed is the focus of this course. Resident diploma students receive audit status for this course.

Warfighting Electives

EL 6515 Defense Acquisition: Providing Military Capability to the Warfighter

2 Semester Hours

Defense acquisition is a political and administrative process by which the Department converts material resources into military capabilities. This course will examine the basics of acquisition, including research, development, test, and evaluation (RDT&E), procurement, and life cycle support. It also will examine the intersection with the user community, as well as with industry and foreign states. As the acquisition system evolves continually, the course will study some of the internally and externally driven changes affecting the current process. Resident diploma students receive audit status for this course.

EL 6517 Public Communication and the Culture of American Warfighting

2 Semester Hours

This elective examines the significant influence of written, spoken, and visual mediums in reflecting and shaping the U.S. military’s national and global

public image, as well as its strategy, doctrine and warfighting policies. Moreover, from the beginning of World War I through the interwar years, to World War II, the Cold War years and on into the 21st century, students will review, analyze and synthesize textual and mass media (motion pictures, television and radio) examples and case studies affecting the perceptions and realities of American warfighting culture. Resident diploma students receive audit status for this course.

EL 6540 Air Mobility and the Defense Transportation System

2 Semester Hours

This elective provides students a better understanding of the current and evolving capabilities of mobility and the critical role it plays and will continue to play during peace, war, and operations other than war. During the course, class members will draw from historical references, student case study presentations, classroom discussion, and guest speakers to gain a better understanding of how mobility resources and capabilities evolved, future directions in air mobility, and the impact on our current and future national security and military strategies. Resident diploma students receive audit status for this course.

EL 6541 Navy and Marine Corps Expeditionary Forces

2 Semester Hours

This course is designed to provide students a comprehensive introduction into Naval Expeditionary Warfare. It covers current Navy and Marine Corps strategy and doctrine, emphasizing Navy/Marine Corps force planning, forces and capabilities, and military operations. Students will be given comprehensive briefings on US Navy and Marine Corps operations in support of joint strategy, will participate in panel discussions and case studies, and will travel on field trips for hands-on reinforcement of lessons. Resident diploma students receive audit status for this course.

EL 6542 Command and Control of Air and Space Power

2 Semester Hours

This course is designed as a base-level introduction of past, current, and future issues concerning the joint force air component commander (JFACC). It is specifically intended for operators who may be assigned to a JFACC or Joint Air Operations Center (JAOC) staff. This course addresses the roles, operations, command relationships, and responsibilities of the JFACC in support of a joint force commander (JFC). It is not intended for experienced JFACC or JAOC staff officers. A blue-ribbon panel of retired general officers whose expertise is in command and control and the application of air and space power will mentor students in this course. Resident diploma students receive audit status for this course.

EL 6543 America's Army**2 Semester Hours**

This course is specifically designed for non-Army students who want to gain greater understanding about the Army. The Army is thoroughly explored, with a strong emphasis on how history and heritage influence current force and doctrine. Students will gain a comprehensive awareness of Army culture and develop an appreciation for what the Army can provide to a regional combatant commander or joint task force commander. This course builds a solid foundation of knowledge about the Army, including the US Army's force structure and capabilities, doctrine, terminologies, and idiosyncrasies. Students analyze and evaluate Army doctrine relative to their own service and the joint community. The goal is to ensure students understand what it looks, feels, and smells like to be a soldier. Class culminates with a three-day practical exercise/map exercise, to validate classroom instruction. Resident diploma students receive audit status for this course.

EL 6544 Intelligence, Surveillance, and Reconnaissance (ISR) for the Warfighter (Classified, US Personnel)**2 Semester Hours**

Since September 2001, the national intelligence community and the Department of Defense (DoD), have embraced a Transformation Strategy that "rest on a foundation of modern high performance intelligence, surveillance, and reconnaissance (ISR) capabilities." With the continuing challenges of global war, it is imperative senior leaders have a clear understanding of how to effectively leverage national and DoD intelligence capabilities. The course focuses on AF and joint ISR capabilities at the operational-strategic level by critically examining "what to expect," and "what not to expect," from intelligence. Against the backdrop of ISR transformation, this course enhances senior-level leader's decision making abilities to critically analyze and synthesize ISR capabilities from the warfighter perspective.

EL 6545 Special Operations: Then and Now (Classified, US Personnel)**2 Semester Hours**

This course provides an understanding of the organization, capabilities, and missions of US special operations forces (SOF) with particular focus on their support to the combatant commanders. It provides an awareness of the roles of the assistant secretary of defense for special operations and low-intensity conflict and the Joint Staff J-3 Special Operations Division (J-3 SOD). The course analyzes the integration of joint SOF capabilities with conventional forces; looks at SOF equipment, training, and support; and considers mission employment, civil affairs, and psychological operations.

EL 6546 Total Force**2 Semester Hours**

From the initial vantage point of a historical review of the Air National Guard (ANG) and Air Force Reserve (AFRES), students engage in discussions

surrounding the compelling issues affecting the total force today and through the next decade. Some suggest that we will transition to a militia nation once again. What is the right force mix for the active and reserve components? The course will include a sprinkling of outside speakers, field visits, and teleconferences with the top leaders of the Air Reserve components. It will give students the opportunity to establish multidimensional views on the issues at hand. Resident--diploma students receive audit status for this course.

**EL 6548 Intelligence, Surveillance and Reconnaissance (ISR)
Requirements for Cyberspace (Classified, US Personnel)**

2 Semester Hours

On 7 December 2005 Secretary of the Air Force proclaimed a transformational mission for the AF “to fly, fight, and win in Air, Space, and Cyberspace.” This vision was echoed by the Joint Chiefs of Staff in September 2006, when it promulgated its own definition of cyberspace. This course examines the role of Intelligence, Surveillance, and Reconnaissance (ISR) in Cyberspace. It begins with an overview of ISR at the strategic level of war and a discussion of the exact nature of cyberspace, moves into legal issues associated with the cyber domain, and concludes with an in depth examination of the three pillars of cyber operations exploitation, defense and attack.

EL 6551 Group Research: Nuclear Issues (Classified, US Personnel)

4 Semester Hours

This course examines the strategic, technical, and policy dynamics of nuclear weapons, as well as the interactions between the three, and culminates in a group research report on the myriad implications of nuclear arms reductions. Students pursue this end through guided reading and seminar discussions on four core themes: first, nuclear deterrence in concept and in application during the Cold War, post-Cold War, and post-9/11 periods; second, the U.S. nuclear enterprise—i.e. the components, organizations and rules related to maintaining the competence and reliability of the U.S. arsenal; third, the global nuclear landscape—i.e. competing explanations of proliferation, how proliferation affects international stability, and the threat posed by nuclear terrorism; fourth, the arms control and counterproliferation tools available to the U.S.

EL 6552 Strategy, Technology, and War

2 Semester Hours

Military innovation requires technology as well as the right people to put in place the appropriate doctrine and organizational structures and processes. This framework can be used to analyze past innovations and deduce lessons for implementing future innovations. This course examines the relationship between strategy and technology and the impact of technological breakthroughs on military strategy. The last portion considers future technologies, particularly those related to the genetics, nanotechnology, and

robotics revolution, using recent works by Kurzweil, Garreau, and Hall. Resident diploma students receive audit status for this course.

EL 6553 National Reconnaissance Office (NRO): Foundations, Cultures, Consequences, and Possibilities **2 Semester Hours**

The National Reconnaissance Office (NRO) is grounded in our nation's need for strategic reconnaissance. After World War II, the Air Force began to investigate the feasibility of a reconnaissance satellite; such a spaced-based system would complement existing airpower capabilities. From these initial aspirations, the Eisenhower Administration created the foundations for the first independent space force: the National Reconnaissance Office. The course begins with overviews of early technological innovations and their impact on strategy by Howard and transitions to Houchin's Industrial Age case study of theater strategic reconnaissance in the American Civil War. These are followed by a discussion of the history of technology by Kranzberg and a few insights regarding NRO acquisition by Battle. Resident diploma students receive audit status for this course.

EL 6554 Space Operations (Classified, US Personnel) **2 Semester Hours**

This course is for students with a minimal knowledge of space operations. It will address space issues from the perspective of all services as well as an international view. We will discuss the capabilities, limitations, vulnerabilities and dependencies of all space systems, then analyze the command and control of space forces. We will assess how space systems affect US freedom of action in joint warfighting, including the integration of space in the domains of land, sea, air, and cyber. Students will assess current and future space systems.

EL 6560 Homeland Security and Defense (Classified, US Personnel) **2 Semester Hours**

This course examines the threats to and vulnerabilities of the United States homeland, and the actors, organizational structures, plans, policies, programs, and resources required to secure and defend the country. During the Cold-War era, only sovereign nations had the ability to create mass casualty and society-destroying events. Today, we are in an era when individuals and small groups can inflict this type of misery. Given this asymmetric threat, homeland security and defense has become a top national priority. It is essential to have a strategy to protect and defend our nation. The Al Qaeda attacks on the World Trade Center and the Pentagon on September 11th, the subsequent anthrax attacks, thwarted 2006 airline mishaps, and the ongoing war on terrorism all highlight the need to secure and defend the American homeland.

EL 6590 JCLASS Blue Team (Classified, US Personnel) 4 Semester Hours
EL 6591 JCLASS Red Team (Classified, US Personnel) 4 Semester Hours

The Joint Land, Aerospace and Sea Simulation (JCLASS) course is a future war game that focuses students at the operational and strategic levels of warfare. Selected students from all of the Senior Level War Colleges participate in the war game. AWC contributes two teams to the effort. The “Blue Team” plays the role of US Central Command’s (USCENTCOM) Joint Planning Group, responsible for developing options in response to regional crises in their AOR. The “Red Team” plays the role of Iran’s senior leadership, developing a national security strategy to survive and thrive in the Middle East. The game is divided into a distributive phase and an actual warfighting phase. In the distributive phase, students will collaborate and plan with War College counterparts using the Collaborative Force Analysis, Sustainment, and Transportation (CFAST) web-based tool. The actual wargame will bring all students together at Maxwell’s Air Force Wargaming Institute allowing them to execute their plans in a dynamic environment. JCLASS Phase-I consists of 30 contact hours over 10 instructional periods, and JCLASS Phase-II involves 30 hours during the six-day exercise. Enrollment in this course is through the JCLASS Course Director only.

EL 6595 Group Research: Space Issues (Classified, US Personnel)
2 Semester Hours

This research course will assess how space capabilities, limitations, vulnerabilities and dependencies affect US freedom of action in space. The course will evaluate the integration of space with the domains of land, sea, air, and cyber, as well as the command and control of space forces. Students will consider space-focused ideas that may enhance national security, and will evaluate current and future space systems. Specific issues will receive additional emphasis as students define their Professional Studies Paper topics; students will be matched with PSP advisors during the course.

EL 6596 Group Research: Cyberspace (Classified, US Personnel)
4 Semester Hours

The purpose of this seminar is to focus on the integration of information operations (electronic warfare, network warfare, and especially influence operations) supporting a joint force commander. Issues ranging from the technical/scientific through the ethical/legal will be discussed. Students write their professional studies paper (PSP) on an information operations topic related to research projects from Cyber Command, Eighth Air Force, and other organizations.

International Security Studies Electives

EL 6743 Globalization 2 Semester Hours

The course will familiarize the student with the different trends that are underway in the globalization process and how they impact on U. S. grand

strategy and national security interests. This course examines globalization in several parts. First, it attempts to identify the scope of globalization. Second, it looks at specific trends in the globalization process—how the world is getting economically, technologically, and demographically integrated. Third, it examines the cultural impact of globalization. Lastly, it discusses the security implications of globalization for state actors. Resident diploma students will receive audit status for this course. Resident diploma students receive audit status for this course.

EL 6744 Between Power and Plenty: International Economics and National Security **2 Semester Hours**

The ongoing financial crisis has highlighted the importance of economic factors in the foreign and domestic policies of the United States and other countries. What are the United States' economic interests? Does the international economic system make the United States more or less secure? Will the economic growth of China, India and other developing countries undermine the existing system of international economic management that was in large measure created by the United States? Are the political structures that regulate world financial and trading markets sufficient to manage crises or are fundamental reforms required to provide sustained stability in international economic relations? This course examines the evolution and functioning of the major countries, institutions and issues in the international economic system as a way of analyzing the relationship between international politics and international economics. The purpose of the course is to critically evaluate the current structure of the world economy and analyze whether it contributes to or undermines the long-term interests of the United States. Resident diploma students receive audit status for this course.

EL 6745 U.S. Grand Strategy **2 Semester Hours**

As the United States enters the 21st century, how should it use the resources at its disposal to preserve and enhance its long-term interests? What is America's role in the world? In other words, what should America's grand strategy be? This course tackles this question by analyzing and evaluating the different ways the United States has conceived of and implemented its grand strategic designs since it emerged as a world power at the start of the 20th century. The purpose of the course is to critically examine the fundamental ideas that have underpinned America's attempts to make itself more secure in order to better understand what the United States' grand strategy should be today and in the future. Resident diploma students will receive audit status for this course.

EL 6746 Psychology of Decision Making **2 Semester Hours**

How do people make decisions? What mistakes do decision makers often commit? How can the decisions of others, including potential allies and

enemies be better understood? What can I do to become a better decision maker? The purpose of this course is to explore how psychologists answer these questions and what they have to offer to the strategic decision maker in the field of national security. The course will examine such questions as: How should one deal with the overwhelming amount of information that inevitably confronts the strategic decision maker? What are the promises and perils of using the lessons of history or intuition in the strategic decision making process? How should the issue of risk-taking be addressed? How can emotions, stress, culture, and personality affect the decision making process? What is the best way to manage decision making groups? We will examine these questions each class by looking at specific cases of decision making in the realm of national security. Throughout the course our focus will be on how a psychological perspective may help us become better decision makers at the strategic level. Resident diploma students will receive audit status for this course.

EL 6747 Cultures of Violence

2 Semester Hours

This course examines areas and activities around the world where chronic violence has created ungoverned spaces and anarchic behavior. The course looks at such phenomena as ‘hyper-gangs’, militia warfare, organized criminal groups and traditional armed groups such as the pastoral warrior societies of East Africa. The seminar will also consider activities that flow from and to the cultures of violence, such as arms trafficking, resource theft, the conduct of refugee communities, child soldiers and trafficking in humans and drugs. We will look at, amongst others, urban gangs in Latin America and Papua New Guinea; militias in Africa; tribal and ethnic groups in Yemen, Somalia and Pakistan; organized crime in the Caribbean and Europe. This course is concerned with behavior, activities and areas that fall through the cracks when studying more formal state-on-state conflict. This seminar will investigate the messy and dangerous world where violence is endemic and where such violence has created its own environment of power politics, control structures and aberrant economic activity. Resident diploma students receive audit status for this course.

EL 6754 Central Intelligence Agency (CIA) Roles, Missions, and Military Support (Classified, US Personnel)

2 Semester Hours

To successfully craft national security policy, the United States Government requires intelligence—accurate, timely, relevant information and analysis—about current or projected threats to US national interests. The CIA’s primary mission is to support the White House by collecting, processing, analyzing, and disseminating strategic intelligence to support the policy process. The CIA supports other agencies and departments to include Defense across the spectrum of conflict. As the United States seeks to better integrate all elements of its national power, successful military leaders will need to understand the

capabilities and limitations of intelligence in order to effectively use it in the planning and execution of joint, interagency, and coalition operations.

EL 6758 International Rivals (Classified, US Personnel) 2 Semester Hours

This course looks at the leaders and strategic cultures of countries and groups of concern to US national security. Addressed will be the political-psychological profiles of the leaders of Iran, Syria, China, Russia, North Korea, and various terrorist organizations like the Kurdistan Workers Party, Islamic Jihad, Hezbollah, and Osama bin Laden's organization. Who are these leaders and what formed their worldview? What values and ideas do they espouse and how can they be influenced? Who in their regime or group makes what kinds of national security decisions and why? How can they be deterred from war or escalation? What is their military doctrine, and what are their military capabilities? How have they used force in the past, and what is their relationship to other states in their region and to the United States?

EL 6780 Peace and Stability Operations 2 Semester Hours

This course focuses on the problems of planning, deploying, sustaining, and reconstituting forces in peace and stability operations, including stabilization/reconstruction/Phase IV operations. In doing so, it examines the most important peace and stability operations of the past fifteen years and the roles played by the military. The course addresses the strategic and operational decision-making and planning processes of the United Nations, US Department of Defense, regional organizations (including the North Atlantic Treaty Organization [NATO]), and coalition partners. The course also analyzes the force structure requirements and capabilities and limitations of multinational and coalition and joint forces in meeting security objectives, especially in the execution of peace and stability operations and post-war reconstruction. Resident diploma students receive audit status for this course.

Additional Programs

National Security Forum. The National Security Forum (NSF) is an event sponsored by the Secretary of the Air Force and hosted by AWC during the week before graduation. It is the capstone event of AWC's academic year. NSF brings together approximately 110 civilian leaders with diverse backgrounds from locations around the United States to join with the AWC class. The primary objective of the NSF is a frank and candid exchange of views on national security matters among our invited guests, AWC students, and senior military and civilian leaders. The week is devoted to exploring the many issues that affect the current and future security of our country, focusing heavily on the role of air and space power as an instrument of national security. The forum's distinguished speakers, seminars, and social functions serve to broaden and solidify the participants' understanding of air and space power and national security issues.

Distinguished Lecture Series (DLS). The DLS consists of approximately 25 distinguished speakers to address the class throughout the academic year. Speakers come from the highest levels of government, military services, the press, nongovernmental organizations, and industry. They are also selected based on their stature (former prisoners of war or Medal of Honor recipients) or for their expertise on current issues.

Executive Leadership Feedback Program (ELFP). The ELFP offers a unique, state-of-the-art program that uses a 360 degree multi-rater assessment (self ratings compared to ratings by superiors, subordinates, and peers), and allows a comparison as to how individual ratings compare to other senior service college students. The ELFP also combines a detailed assessment of personality attributes arrayed with relevance toward strategic leader competencies (e.g., personality attributes related to negotiation, interpersonal leadership, etc.) as well as an assessment of Team Roles, and offers raters the opportunity to provide text comments for developmental purposes. An individualized, 104 page Leadership Assessment Portfolio report is generated for each student and one-on-one feedback is provided by a member of the ELFP program certified to provide the feedback. The results are presented with the intent of enhancing self-awareness to focus and accelerate leader development in our students.

Language Programs. English as a Second Language (ESL) is taught by the International Officer School for selected international officers only and provides intensive work in the English language. US and international students may participate in language courses taught by the Defense Language Institute (DLI). These non-credit, non-graded courses are Arabic, Chinese, Dari, French, German, Russian, Spanish, and Swahili for advanced skills students. Because these language courses are optional and not graduate-level, they do not count toward the master's degree or AWC graduation requirements.

AIR WAR COLLEGE DISTANCE LEARNING

Internet Address

<http://www.au.af.mil/au/awc/DL/>

Many military officers and federal government employees do not have the opportunity to attend senior developmental education in residence. DL offers a challenging senior professional development opportunity regardless of their location. The AWC DL program reflects the subject areas covered in the resident program's core curriculum along with selected electives to create a professional military education experience for those officers and DOD civilians unable to attend AWC in residence.

Students may complete their requirements in student-led seminars, as independent learners, or by a combination of these two. Examinations, writing requirements, due dates, and course materials are identical regardless of the completion method.

Independent study is an excellent alternative for those students desiring a great deal of flexibility due to an extensive temporary duty schedule, unique family needs, or for those who may or may not have the option of participating in a student-led seminar.

Unlike the resident program, AWC DL students do not receive a master's degree or JPME credit upon completion of the program. However, they can request a transcript from the AU Registrar's office and apply for admission with one of several participating universities and colleges offering master's degree programs for AWC DL graduates. These programs vary in the amount of credits they accept towards completion of their degree programs.

Faculty. DL military faculty are experienced career officers who have served in various specialties. DL civilian faculty provide continuity and typically serve beyond the tenure of the military faculty. All faculty have at least a master's degree and are graduates of a senior developmental education program.

Learning Outcomes.

AWC has adopted five program learning outcomes specific to the five core-curriculum areas designated in the Air University Continuum of Education Strategic Guidance Learning Areas (LA) noted after each outcome. AWC produces graduates who...

- lead in a joint environment at the strategic level across the range of military operations. (LA1-Profession of Arms)
- make sound judgments on the cross-domain use of joint air, space and cyberspace power to maintain national security. (LA2-Warfare Studies)
- exercise transformational leadership at group/wing command and above levels in service, joint, and coalition settings. (LA3-Leadership Studies)

- advance innovative thought on national security, Department of Defense and Air Force issues. (LA4-International Security Studies)
- communicate complex information in a clear, concise and logical manner in both written and oral formats. (LA5-Communication Studies)

Curriculum. The AWC DL program is a senior developmental education program. The curriculum consists of one elective and five core courses. The elective must be completed first, within 6 months. The core courses should be completed in the following order: Foundations of Strategy (FS), National Security and Decision Making (NSDM), Global Security (GS), Joint Military Operations (JMO), and Joint Strategic Leadership (JSL). All elective and core course requirements must be completed within 36 months of initial enrollment.

In addition to completing an elective and the core courses, there is one more mandatory requirement, the READI assessment. The READI assessment gives students an assessment of basic distance learning skills (typing, reading comprehension, computer skills and identifies their learning style). Average time to complete assessment is 1 hour.

Duration. Students are enrolled in the DL program for 36 months, all course material must be successfully completed in this time period. The actual time a DL student takes to complete the program depends on such factors as official duties, deployments, and other time commitments. Students are encouraged to set realistic goals to proceed through the AWC distance learning program at a reasonable pace. Completing one lesson each week allows the student to graduate in approximately 20 months.

Eligibility.

- Military. O-5 selects and above. active duty, AFRES, or ANG; sister-service active duty, Guard, and Reserve; and Civil Air Patrol. Refer to AFI 36-2301, 16 July 2010, paragraph 3.3 for guidance.
- Civilian. Federal civil service employees in the grade of GS-14/15, NSPS employees in pay band 3/4, and lab/demo employees in grades DR-III/IV.
- International. International applicants must be an O-5-select or higher. International officers must request enrollment via the Air Force Security Assistance Training (AFSAT). Refer to AFI 36-2301, 16 July 2010, paragraphs 3.7.2 through 3.7.6, for guidance.

Enrollment. Military personnel should enroll in AWC via the AUSIS at <https://ausis.maxwell.af.mil>. Eligible civilian personnel must contact AWC/DL to accomplish the enrollment. International students will be enrolled by AWC/DL once approved by AFSAT.

Graduation Requirements. Students must pass all courses (score a 70 or better out of 100) as described below to graduate and receive program credit.

Curriculum Summary (17th Edition)

Course Title	Lessons	Contact Hours
FS 42A Foundations of Strategy	12	99
NSDM 42B National Security and Decision Making	12	99
GS 42C Global Security	12	99
JMO 42E Joint Military Operations	12	99
JSL 42F Joint Strategic Leadership	12	99
EL 42D Elective (one required)	10	60
Total		555

Note: Courses taken in the DL program may not be used to satisfy course requirements of the resident program.

Course Descriptions

The DL program (17th edition) includes core curriculum and an elective. The core curriculum consists of five courses: Foundations of Strategy (FS), National Security and Decision Making (NSDM), Global Security (GS), Joint Military Operations (JMO), and Joint Strategic Leadership (JSL). Additionally, students must complete one elective before enrolling in the first core course.

FS 42A Foundations of Strategy

99 Contact Hours

The FS course develops senior leaders who can think strategically using key conceptual tools, theories, and insights. The course analyzes the meaning and dimensions of strategy; theories of international relations; scientific, Clausewitzian, and classical Chinese perspectives on strategy and war; and readings addressing the phases of war, civil-military relations, insurgency and counterinsurgency, coercion theory, and coalition warfare. This course serves as the foundation for other courses that examine the national security decision-making process and the application of military power as a means to attain national objectives.

NSDM 42B National Security and Decision Making

99 Contact Hours

The NSDM course assesses the processes for developing US security strategy and policy as well as the use of the national instruments of power in support of that policy and strategy. The course does this by evaluating the current US national security strategy and interests, the state and non-state threats, and the roles of the instruments of power in countering those threats. The course also focuses on the national security decision-making processes by assessing the role and impact of civil-military relations, the interagency process, Congress, and public opinion in policy development and execution.

GS 42C Global Security**99 Contact Hours**

The GS course examines the roles of nations in addressing key issues shaping the global environment. The course also identifies growing and emerging security concerns beyond the military capabilities of state and non-state actors (e.g., energy security, environmental security, migration, population growth, etc.). The course uses a comparative approach to examine the political and economic elements of actors and their impact across a wide range of global issues. The course assesses the relationship between efforts to democratize states, economic development, and national and international security. The course also analyzes power politics from a region-to-region perspective and the impacts of these regional features with regard to international security.

JMO 42E Joint Military Operations**99 Contact Hours**

The JMO course prepares senior leaders to deploy, employ, and control joint forces across the spectrum of conflict. The course emphasizes the employment of air and space forces as they contribute to the joint, combined, or coalition environment in support of the national military strategy. The course assesses the best ways to present, plan, and control military resources (United States and coalition) as they serve the unique requirements of the combatant commander. The course analyzes the strategic implications of emerging war-fighting concepts (sister service, global strategic operations, logistics, and special operations), and planning for and evaluation of future threats that are asymmetric to the US experience and expectations. The course also assesses the friction between joint and service operational concepts as applied to the employment and control of air and space power.

JSL 42F Joint Strategic Leadership**99 Contact Hours**

The JSL course educates students in the competencies and awareness needed to move from tactical and operational leadership levels to strategic leadership. The course examines senior leadership competencies required to be successful in today's complex, multicultural expeditionary, war-fighting environment. The course challenges students to develop their vision, expand their conceptual capacity through critical analysis and creative thinking, improve their communication skills, expand their capacity for executive decision making, and refine their capability for leading change. In addition, the course focuses on acceptance of responsibility, accountability, command, moral values, and awareness of the strategic environment to meet strategic and senior-leader challenges involved in leading large complex organizations. The course concludes with an interactive simulation to provide cultural awareness and familiarization. It is designed to develop an understanding of the dimensions of culture and other group dynamics in a realistic setting and how those may impact operations and senior-level decision making. Additionally, the Intercultural Development Inventory (IDI) assessment tool is part of this course. The IDI will be completed pre- and post-JSL to measure intercultural sensitivity.

Electives Program

60 Contact Hours

All students must complete one elective before enrolling in the first core course. The Electives Program's major objective is to enhance and complement the core curriculum by providing opportunities to achieve greater depth and breadth of understanding in issues of special interest.

EL 42D1 Language Elective. A language familiarization program is offered in Arabic, French, Mandarin Chinese, Russian, and Spanish.

EL 42D2 Space Operations. This course focuses on military applications of space systems and includes capabilities, limitations, dependencies, and vulnerabilities. Space policies, law, and doctrine establish the guidelines for using space, while orbital mechanics and the space environment place physical limits on the use of space. The course provides an understanding of current space systems and how space supports the war fighter and an understanding of the issues facing senior leaders in applying space power. The readings include background information on space characteristics, limitations, organizations, missions, functions, and contributions to war fighting.

EL 42D3 Communicating for Effect. Senior military leaders must understand the information environment and how it can be exploited for military gain. They must also understand the statutory and policy limitations the government places on the exploitation of information and the communication channels it passes through and what effects various public affairs actions, integrated into information operations, can generate on US citizens, allies, and adversaries. In addition, they will focus on what measures must be taken to safeguard information and the communication channels it passes through and how the evolving opportunities and challenges in the information environment affect military decision making. This course prepares current/future leaders to exploit the information environment with regard to military operations planning and execution and to use strategic communication in operations planning.

EL 42D4 Nuclear Weapons. Since their development, nuclear weapons have played a significant role in the national and military security strategies of the United States. This course explores the history of nuclear weapons and their role in deterrence. It discusses the nuclear enterprise and recent changes in the Air Force to reinvigorate this key capability. This course also explores regional nuclear issues and the threat of terrorists to use weapons of mass destruction. This course helps senior leaders to understand the role of nuclear weapons in both historic and modern deterrence theory.

EL 42D5 Counterinsurgency (COIN) and Military Support to Security, Stability, Transition, and Reconstruction (SSTR). Given that the object of war is peace on favorable terms, long term-stability is essential to being able to declare success in any military operation. This stability often requires COIN

efforts to be woven together with SSTR efforts so that they operate concurrently and systematically, building upon each other's successes. This course explores current COIN and SSTR doctrine and both historic and current operations where they played a significant role. This course helps senior leaders to plan and prepare future operations that take into account the complexities of Phase IV operations.

EL 42D6 Coercive Airpower. This course focuses on airpower strategies and provides tools to understand and evaluate airpower strategies. From its inception, airpower has been characterized as an asymmetric means of warfare. Coercion places the adversary in a position where they can choose to comply with what has been demanded, or defy those demands. Airpower is a unique coercive weapon and students will explore these concepts from a historical viewpoint by first studying several early airpower strategists. The course then allows students to investigate four strategies for coercing an adversary: punishment, risk, decapitation, and denial. Application of coercive airpower culminates with two case studies giving students the opportunity to evaluate the coercive strategies applied and their outcomes. Finally, the course concludes with discussion on future challenges of using airpower to coerce non-state actors in support of counterinsurgency operations.